

Southern Adventist University KnowledgeExchange@Southern

Cold War

Oral History

Fall 2016

Oral History: Irwin Ginsberg

Loubeth Vaughn

Southern Adventist University

Follow this and additional works at: https://knowledge.e.southern.edu/oralhist_coldwar



Part of the [Oral History Commons](#)

Recommended Citation

Vaughn, Loubeth, "Oral History: Irwin Ginsberg" (2016). *Cold War*. 5.
https://knowledge.e.southern.edu/oralhist_coldwar/5

This Article is brought to you for free and open access by the Oral History at KnowledgeExchange@Southern. It has been accepted for inclusion in Cold War by an authorized administrator of KnowledgeExchange@Southern. For more information, please contact jspears@southern.edu.

History 155, Fall 2016 / Ms. Loubeth Vaughn

Student Interviewer's Name: Loubeth Vaughn

Interviewee's Name: Irwin (Irv) Ginsberg

Time and Location of Interview.

The interview was conducted in one session on October 30, 2016, and lasted approximately one hour. It was conducted in the home of Irv Ginsberg in Chattanooga, TN. Only the interviewer and interviewee were present in the room that the interview was held.

About Irv Ginsberg:

Irv Ginsberg was born on September 29, 1939, in Bronx, New York. He lived on Shakespeare Avenue in the Bronx. His parents were Jewish immigrants and his first language was Yiddish. Throughout his childhood they lived in two apartments in the Bronx and he went to the local schools to learn English. He graduated from the City College of New York with his undergraduate degree and from the University of Illinois with his Graduate degree. He got married in 1961 to his wife who passed away 7 years ago. Irv worked for Argonne National Laboratory, the American Oil Company, and at various other companies. This interview discusses his various jobs and the work he did in his career, specifically with Argonne National Laboratory and the Technology Transfer Program with the Chinese at Amoco, and was conducted on October 30, 2016, at his home in Chattanooga TN.

Interviewer: Loubeth Vaughn (LV)

Interviewee: Irv Ginsberg (IG)

LV – Okay, so to start out, what jobs did you hold after College?

IG - Okay, I graduated from undergraduate school and immediately went into graduate school. Uh... when I finished graduate school my first job was at Argonne National Laboratory, and my degree was in labor and industrial relations, which was really aimed at working with unions. And I could have either gone to work for a union or work for a company that had unions. So, I went to work for Argonne, which had unions there, in their blue color occupations. We had a firefighters union, we had a machinist union, we had a building service employees international union representation. But my first job had nothing to do with unions—I was a Benefits Administrator. I dealt with medical insurance, retirement plans, and life insurance. And that was, those were areas that I...nothing that I took in school related to any of that. Um, but it... during the course of... in that area I did get a chance to sit in on negotiations with the...Oh my gosh I'm really getting old I can't remember the name of the union... it was the atomic workers union, but that's not the name of it, I'll think of it before we finish the interview. That was an interesting experience having to learn about negotiations, I was not the negotiator there was a head negotiator and when a question would come up I would then go back with some of the other people and study the issues and make a recommendation on how we ought to address the request of the unions, of the union.

LV- Okay, and where did you work after Argonne National Laboratory?

IG- No, lets go on before that...let me tell you what. That was the first job I had at Argonne, I worked in the Benefits area for oh a year and a half I then went into wage and salary administration where we made recommendations to the management on how to handle the wages and salaries of the entire laboratory, so that was not only the Blue collars and support people, but the professionals as well. And I did that for, I don't know, a couple of years. And then I became the manager of employment, where I was responsible for managing a...supervising a staff of people that were staffing the laboratory. I was there for a total of 5 years in all of those jobs. When I left Argonne. And this is an interesting number. I left over 1600 job openings; the laboratory was expanding at an incredible rate. We had a bunch of new buildings going everywhere. My successor was given a job that had 1600 job openings and I used to travel all over the country with colleague of mine trying to find different schools that we could hire from. And it was basically...that job involved not the professional staff, but the support staff. And so we were looking for technicians who had the specific training we were looking at. So that would have been electrical, mechanical, drafting and design, and specifically if they had experience in stuff that was related to atomic energy. We use to hire a lot of people who were coming out of the submarine service because they had a wide range of technical capabilities, but I got to visit two-year schools literally from coast to coast. After about 5 ½ years with Argonne, I then joined the American oil Company, which eventually became BP in the last 8-10 years. But I joined the American Oil company oil research department in Whiting, Indiana. And there I uh...was a uh...supervisor in employee relations and did a wide range of things. One of my first jobs was to run a training program for supervisors in how do you manage young engineers and scientists. And it was absolutely fascinating. I had done a little bit of that at Argonne, I had a lot of work with managers and supervisors, but going from a government employer to a private employer, money was much freer at that time. This was 1966 and the American Oil Company was expanding by leaps and bounds and we were out looking for PhD's and so I got involved now in a different level of employment and also in training people how to supervise new engineers and scientists. One of my first jobs was to run a training program for supervisors and my then boss said, "Irv, go out and find the best program in the country and we will bring it in." I somehow connected with the California Institute of Technology, Cal Tech. And there was a department there that dealt with the management of research and we hired a fella whose name was Bob Gray, who then was the chairman of the department of research management. And we brought him in with a colleague of his, whose name I don't remember. And we would run one week programs for our supervisors at a remote location; so it wouldn't be at the laboratory, it would be... so there weren't any distractions from the workplace, and I wound up doing that for probably a little over a year. Now once we got the program started I actually ran that myself we no longer used Cal Tech, though we did invite in—we actually hired consultants from the outside to take up a piece—pieces of the program. I think that looking back on my career that was a real growth experience because getting thrown into a job was like...and you're dealing with some real significant stuff, but the company was very supportive. They said we could tap anybody we wanted. And there were some names in the business that I was able to hire as consultants and I mean back then we were paying them 2,000 dollars a day and today those same people would probably go out at 15, 20 thousand dollars a day. I'll have to think of some of the names. But we were dealing with how to manage your time, what are the things you need to consider in managing technical projects, how do you

evaluate technical projects, and during the course of this we were dealing with some older supervisors and managers. And we tried to figure out a way to bring new technology into the laboratory so that these managers knew what the—these students were coming in with, what kinds of talents, what kind of programs they had gone through. So I was able to hire, oh my gosh, eight or ten nationally known professors of engineering and science to come in and run seminars that would last for a period of six months they would come in and give lectures every week to these group of people. We had people from Notre Dame, from Northwestern University, university of Michigan, Washington University in St. Louis, Cornell, and we would bring them in to run these seminars. And so I got to work with a rather large cross-section of well-known national faculty. And that was really exciting; these guys were great to work with. In fact, one of them had an interesting name, Harry Purdue, who taught at Purdue and he was a chemistry professor and of course we had chemical research going on and he came. I wouldn't be able to recount the areas of technology that they were involved in, but I was...that was a great experience, and that was new for me because while I was out at Argonne we had nationally known people working for us, but we didn't bring in people to do these training programs. So I worked for the Oil company...(mumbles counting)... from '66-'69 and then I went to work as a employer relation supervisor in the oil company—eh Chemical company which was in the forefront of the development of various plastics products, including polyester, and I got to work with people who were on the front end of that. I am showing you a coke bottle; this is made out of plastic. This particular product was developed at the Amoco chemical laboratory, and I actually rode with one of the chemists who worked on the development of this. And one of the problems they had with developing a plastic bottle is that they had to measure the crepe, which was the permeability of gas through the material that they were using, and so that was really an interesting. It was an interesting place to work. And so we were getting ready to open up a new laboratory and we were moving from Whiting, Indiana to Naperville, Illinois and I was in charge of moving the project. Moving actually the staff and they had been in Whiting, Indiana since the early 1900s and some of the people had been there for years and years and they didn't want to move to Naperville, Illinois. So we had to deal with that because we couldn't staff immediately if these people didn't come, so we ran a bus-line from Whiting, Indiana to Naperville for a year or so. At the same time the Amoco Corporation bought a company in Philadelphia and I was one of the people in charge of helping move those people to the new laboratory, the name of the company that we bought was the Avisun Corporation, which was a combination of the American Viscose Corporation and Sun Oil. And so we had to work on developing policies of what we would pay for in the moves and how we would help the people move if they in fact wanted to. And most of the people that were working for Avisun...it was in the Philadelphia suburbs in Marcus hook Pennsylvania. Uh, a lot of those people were really unhappy, we were moving them to the middle of the country. They had worked for Avisun for years and in fact some of them were living in houses that the Viscose Corporation built—they were town houses—in the early '30s and this was in 1969...68, 69, 1970 and at the top of the market those homes were worth 18, 19 thousand dollars and the houses that we were gonna—that were available in the area that we were opening the laboratory, which was in Naperville, Illinois, were in the upper 30s, 40s, and 50s. And so it was a major, major change and we did lose some people. So I was there for—I was there through 71-1971 and then I got promoted and went into, I went to work in the, a... And this was the first time since I had finished

graduate school that I was in labor relations, and the labor relations group actually serviced all of the subsidiaries. And so I got to work with some of the oil company people, some of the chemical company people and did quite a bit of traveling all over, wherever we had locations: in California, in Texas, Wisconsin—did some work there—and of course in the Chicago area we had an umber of different locations that had unions, So I did that for a couple of years and then I went to work in the organization planning area. That again cut across the whole company and that was an area that I really didn't take to, that uh...I mean that was mostly paperwork and you're doing a lot of a...and it was okay but it wasn't—wouldn't have been my choice of careers. But one of the jobs that I had while I was there, I was asked to go down to Tulsa, Oklahoma to do some work at the Amoco production research department, now Amoco production is the company that explores for oil and gas, and they have work all over the world. And they asked me to come in and design a new research organization. And that took about 18 months. That was really interesting because that was an area that I had never even—I, you know, had no understanding of what we were looking at, there was geophysics, geology, production research, and computing research. So there were four major divisions and of course they all, not all of them, some of them worked independently and some of them, the computing group, supported all of them, but the others worked independently. So in geophysics they were looking at how do you find oil and apply the science of physics and that was an entirely different kind of group than were in the drilling and production group. Now geology was much closer related to the geophysics and what the geology group was doing is they were trying to locate the kind of rock formations that the geophysicists could then go in and test to see if oil and gas existed. So I went there in 1977 and I was the...the vice president had asked me to come down because I had done the organization work and my wife had never been west of the Mississippi. And I had been to Tulsa, oh quite a bit, but I really didn't know anything about Tulsa, I would fly in and I'd go to the laboratory. But it turned out to be the best part of my career, without question. They had never had a human resource manager, and so I got the opportunity to really essentially do whatever I wanted; self-employed within a major corporation, but I became active within a number of areas. It was very difficult for us to find minority employees in some of the technologies that we were talking about. And I got to work on a committee at the University of Oklahoma where we were working in conjunction with a predominantly black school in Georgia...um gosh its so long ago I forgot the name of the school—but I'll think of it. And we combined with four or five other companies to fund this program and we actually got some funding from the national science foundation and I got a chance to work with the people from the national science foundation inputting this program together. As far as I know the program is still running. And what would happen is the students starting at this college in George would spend two years there and then they would spend three years at the University of Oklahoma in the technology that they had interest in and they would receive degrees from both schools. They would receive a bachelor's degree from the first school and one from the University of Oklahoma. And we got recognized for this work nationally. I was also on the board of a program that helped minority students get scholarships at the University of Oklahoma and so that was another area of the business. At the laboratory I was on the management committee, and there were seven of us on the management committee and so we were responsible for running the laboratory and again as I told you earlier I...technical background was not mine. But I actually got involved in making decisions on what

research programs we could get and my expertise was how are we going to staff these programs—what were the availability of people that would have this talent. As a result of that, I was asked to join the engineering manpower commission in Washington and what there responsibility was to recommend programs that would increase the availability of technically trained employees. And so, we would work on things like science education in elementary schools and going all the way through and I did that for two or three years. And then I told you about my... late in the term that I spent in Tulsa I was asked to manage a technology transfer program with the Chinese national Offshore Oil Company. And what they were doing is that they were getting to—ready to try to drill for oil in deep water and we had a large group that specialized in deep water. And in later years there was that terrible accident that happened in the Gulf of Mexico and a lot of that work had been worked on at our laboratory. But the explosion occurred after BP took it over, not that I would blame BP, but we had world-renowned scientists that worked on deep water. In fact we had a deep water drilling research group that traveled all over the world. But when I was managing the technology transfer program what would happen is we would bring in groups of three Chinese engineers or scientists and they would stay with us for a period of 4 months. And they would be working side by side with the researches that had the technology that the.... and the agreement was that if they started to produce oil or gas then Amoco would share in that production. But they were dealing with some really tough issues that.... and as far as I know they have never been able to do it. The oil they located was so heavy that they would not have been able to bring it up on an economic basis, so as far as I know it never came to fruition. But I did that for 2-3 years and got to work with a large number of Chinese scientists and when they came over to us the only way they could work with us was if they were competent in English. I also was involved in the negotiation of the next transfer contract, technology transfer contract. And when I went over there some of the people had actually worked at the laboratory were on the team of negotiations and while I was there they wouldn't speak any English at all, it was really a lot of pressure because we had subsequent translations so it wasn't something that was going on simultaneously they would say something and then they would say it in English. It was very disconcerting to sit there and listen to stuff that you know... I had absolutely no capability in Chinese at all. But it was interesting, I—because my wife and I had entertained some of these visitors when they came to Tulsa, I was the first Anglo ever invited to one of their homes, and was entertained at their home. So I spent eleven years in Tulsa and you know this wide range of people that I worked with. And I then was promoted to corporate director of recruiting in Chicago and I did that for, and we were constantly looking for people, the company employed somewhere in the neighborhood of 60,000 employees and so I was working with universities all over the country. Although I did not do much recruiting on my own, I had staff that did that but uh... I did do quite a bit of visiting to schools because I had had contacts over the years. And then I retired. And after I retired I continued to do some work. I had a visiting appointment at the University of Illinois; I was the assistant director of the president's leadership program at the University of Illinois. That job entailed trying to get employers to take minority students on internships. And I spent a year on that and I then decided to retire, but I didn't retire. I was contacted by a company that—and tell me if I am giving you too much—a company that I had used when I was the director of recruiting. A headhunter contacted me and asked me if I would be willing to join them in trying to set up a consulting practice within the headhunting firm.

And I thought that sounded like a pretty interesting—an interesting prospect and so I went to work with them. But we weren't very successful in setting up a consulting practice. Although I did stay with them for 2 ½ or 3 years and it wound up that I was doing headhunting and I really didn't want to do that anymore. Amoco was getting ready to go through a major cutback and a friend of mine had been in a—with a company in Houston dealing with outplacement. And these outplacement companies would come into a company that was getting ready for lay-offs and work with the people who were being laid off and trying to get them oriented to the future and looking for jobs. And so I went to work with them but I was—they had an office in Chicago, one of their apartments was in Chicago. And so I got to work with some of the Amoco downsizing, but I was working with other companies that were downsizing and one of them was really kind of interesting. Because of...I think of the way...I'm proud of the way I approached it. It was a company that operated on a 24-hour schedule. And I thought it was unfair to meet with people that were working on the night shift during the day and so what we did was I set myself up for a month, just working at night and I would go out to the plant and we would meet with the people during their usual work schedule. And boy the people that were involved really appreciated that. And so, I did that for a couple of years. And then we moved to Chattanooga and they had a—there was a division of that outplacement company in Atlanta and I commuted down to Atlanta for a couple of months and then I said forget it I don't want to do that anymore. And so then I really retired, and so since then I've been doing a lot of volunteer work.

LV- Okay so, jumping...

IG- That's a lot for you to deal with!

LV- That's okay. When you were working at Argonne, Argonne dealt with a lot of classified research in the 1950s was it the same...

IG- Yes.

LV- ... when you were working there?

IG- And in fact for the people, when I became employment manager I was the one that had to sign off on all of the clearances. I used to work with the FBI. And I have an interesting experience when I went to work there I had to qualify for a Q clearance, which is the highest level of. And the neighborhood I lived in was a very close neighborhood and an FBI agent showed up in the apartment building that I lived in and went from door to door asking about me, but they could not tell the people why. And my dad had a business in the area and people were coming to him and said "Hey, did Irwin, is Irwin getting arrested?" And what they were doing was they were doing a clearance. Yeah, it was top-secret at the time. Now they were working, they had already finished...well the Manhattan project had left before I came there but they then worked on the engine for the Northall submarine and we had other stuff that was going on that I am not even sure that I understood.

LV- Yes, when I was looking it up Argonne dealt with radiation, the proton accelerator, they dealt with samples from the moon, hydrated electrons, and so because people had levels of clearance, only some people knew about these projects?

IG- Right.

LV- Interesting.

IG- But I was allowed to go into all of the buildings and you get to pickup the lingo. Since it was my first job out of school I had no idea what I was getting myself into. Like you I did some research on who Argonne was, but what I was afraid of was that the people would talk to me in terms that I did not understand. So I bought Isaac Asimov's dictionary of technical terms and I carried that around in my pocket for a couple of years. And one of the things that I found out about scientists, if you indicate that you have any interest in what they are doing, they will go out of their way to make sure that you understand what they are doing. I became pretty competent in that; and in fact, one of the committees that I served on late in my stay there helped evaluate people for promotion. And I got to be pretty good at understanding what good science and good scientific activity was. It was really an interesting... and that was part of the reason that I got hired by Amoco is I was able to, you know, talk the language. And one of the things that I learned over my career, if you want to be successful in any operation that you are with you must understand the business of the business. And it doesn't come without study, you don't pick it up by hanging around in the lunchroom, you need to get actively involved in trying to understand what is it that this company is doing and why. And I think that I consider myself as having been fairly successful in doing that and obviously the technology transfer thing—job was an indication that someone had realized that I understood the business of the business.

LV- For your technology transfer program, what technology, specifically were you dealing with?

IG- Okay, the technology transfer that they had contracted for was for extraction technology; how do you get oil out of deep water. And you know there are all kinds of things you need to deal with. You are dealing with a hostile environment, you're dealing with the development of specific kinds of equipment, you're dealing with the chemicals that are going to be used to assist the equipment to work, so you're talking about various kinds of lubrication technology, that, you know, that go down. You're also dealing with environmental issues because Amoco, and I would be willing to testify to this, was very concerned about the environmental impacts of what they were doing. They were talking, they also talked about how do you transport the resulting materials that you get out of the ground and what do you do with the waste. And so I mean it was a whole, it was a wide variety of things that they were working on.

LV- This program, the technology transfer program, was it known to the public or was it also more of a compartmentalized program?

IG- It was not widely disseminated. Whether it was known... my guess is that it was known in the industry because Amoco bid on that contract and so that was probably known, but it

wasn't reported to the public. Now let me say this, the government was involved in the negotiations, and in fact when I went over to china I was briefed by a representative, I don't remember which agency whether it was the FBI or the CIA, and then I was debriefed when I came back. So there was sensitivity on the technology that we were... and we were limited in the types of technology that we could transfer and that was agreed to in advance in the contractual agreement.

LV- When you went to China in 1989, where did you go?

IG- Well the office that we were dealing with was in Guangzhou and I spent most of my time in Guangzhou and that's where the negotiations took place but I also got to visit Beijing, we had a—there was an office up there that was doing some design work, but most of the work was done in south China in Guangzhou and that area.

LV- Okay, so in the 1980s, China had special economic zones, was that city in one of those zones, do you know?

IG- I don't think they set up those zones until later. You'd have to check that, but I think that the economic zones were set up in the early 90s. No it was not. I mean that was not a designation of Guangzhou. Of that I am reasonably certain.¹

LV- What was Guangzhou like?

IG- Oh my gosh. You could not run down the street. It was so crowded I mean it was... and I mean it was crowded day and night. And of course everything was new to me, I had never seen anything like this. The shops on the street, they really didn't have the equivalent of a supermarket. So if you wanted meat you went to the guy who had meat and it was all on the street or if you wanted something else you'd go there... fish market. And there were a lot of bicycles; god one of the things that were really annoying to me is the Chinese were really heavy smokers. And wherever you went they would smoke. Now, there were people on the street that were selling cigarettes, a cigarette at a time, which you know, it just didn't make sense. But people couldn't afford to buy a whole pack I guess. And the sanitation of the...especially of the meat... in fact, I'm an amateur photographer and I have some pictures of meat hanging in the street with flies all over the thing and meat lying on the ground. And people would apparently, I heard this from some of the people that visited us, their refrigeration at home was not very good and so they would shop for their meals everyday. What else can I tell you about Guangzhou. They did have government stores that only foreigners could go to. And foreigners could not trade in Yuwan, which was the currency of China, we could only trade in Renminbis and the Renminbi was set at some level and we were cautioned—because we could use the Renminbis at these national stores and we were cautioned not to trade people for the Renminbi to the Yuwan because it was grossly illegal and you could put yourself in jeopardy and the company told us that they would not protect us if we did that. I mean I had no reason to do that but... and of

¹ Guangzhou was not in a SEZ, but it was one of the fourteen open coastal cities to overseas investment. And the special economic zones were established by 1980.

course the language barrier was really tough because English was not spoken very widely. But I had an interesting experience in Beijing I was at the...what is the area where the revolution started...Tiananmen square. I was in Tiananmen I was just doing some sight seeing and three young men came over to me and obviously I looked like I was not from China and they wanted to practice their English and they spent about an hour with me as we walked through Tiananmen square and they were practicing their English. It was one of those experiences in your life that you never forget. And I was there during the moon festival; there were all kinds of these lanterns that the kids had designed all over the place. It was... if you ever get a chance to go to china, it's a place to go, it is absolutely fascinating.

LV- That sounds beautiful. Did anyone go with you to China, or was it just you?

IG- It was just myself. Now we had staff in China, in fact there was an English fellow who was the HR manager in our Guangzhou office, Ewan Paterson, and he and I became really good friends over the years. And unfortunately he passed away two years ago, cause my granddaughter, and he moved back to London and in fact, I visited him in London, we were there on a trip, he and his wife Owen, he was Ewan and his wife's name was Owen. He was great. My oldest granddaughter is now studying at the university of London and so it would have been a great contact for him... for her.

LV- When you were there were there many foreigners or mostly Chinese.

IG- At the hotels it was mostly foreigners and there were a lot, they were from all over the world. China was just opening up their markets and I'll never forget I was at the checking desk at the hotel in Guangzhou, which was a modern hotel and there was a guy and he was screaming. He sent a suit down to get dry-cleaned and instead they put it through the laundry mat. (laughs) And the people he was yelling at didn't understand or at least I didn't think so. But he was really upset.

LV- I can imagine. Wow. So you said you went and visited someone's house, you were invited to someone's house...

IG- Right

LV- ...Did you...

IG- it was an apartment.

LV- It was an apartment? Did you have any contact with any of the other people there or did you mostly deal with people involved in the negotiations?

IG- no just people involved in the business. But let me tell you a story. We had an administrative manager at the office that was assigned to help me do whatever I had to—his English was really poor. But we had made arrangements to go to visit this fellow who I had met in Tulsa. They had invited me over for dinner. I was supposed to pick up the administrative manager. And we went out and it was an apartment development and we

got into a cab and we went out to the neighborhood. And apparently all the people that worked for the company, the Chinese national offshore oil company, lived in these apartments. Well we get out of the cab and they did not have many Anglos that were visiting this particular part of the city, I mean there was no reason to. He was introducing me to everyone in the street, you know, as a visitor from America. And then we go into the building and the lobby is not lit and we get into an elevator and there are no lights in the elevator and the elevator stops as we go up and I thought we were going to the apartment where the dinner was gonna be held. And we went to his family's apartment and his wife and a teenage daughter... and I mean I had no idea that this was going to happen. He has me sit down in their living room and they bring out a bowl of fruit and he turns on the TV and I am looking at my watch and we're suppose to be at the dinner. And there were going to be 12 or 15 people that were maybe...and you don't know what would constitute an insult but I was really getting nervous but I thought his wife and daughter were going with us. And then all of the sudden he stands, and they had a Chinese opera on and you know Chinese music, if you've ever listened to it, to the American ear is very dissonant, at least its unusual, dissonant I don't know whether that is the correct term. All of the sudden he says "okay we go" and we go out and now I, you know, where are we going? We get back into the elevator and we go up one story and there is the apartment that we are going to for dinner and all the people are there and they are waiting for us. There is enough food for an army, none of it do I recognize. And I had taken a bunch of shots before I left that were required to travel to China and all I kept thinking of, what happens if I don't eat? That would be an insult. Now the night before I had done a banquet at a restaurant in Guangzhou and all of these people had gone to dinner with me and in China a dinner like that you're at a big round table and I don't drink alcohol, I just don't. And I was cautioned not to drink something called Maotai which is an alcoholic drink that apparently can, if you're not a drinker, it could put you away. So I decided well I would have one beer...now... and I, you know, it's not something I usually do anyway and I don't drink beer. So I had a bottle of beer and then I ordered an Orangina, which is just an orange-aid kind of drink. What do you think they served at the dinner? Beer and Orangina. Because they were gonna please me, but that was an interesting experience. I found out later that I was first Anglo that had ever, from our company that had ever been at one of their houses. And I mean it lasted until late in the night and then they took me back to the hotel, well actually I went in a cab. But that was an interesting experience.

LV- It sounds like it. So, you went there to negotiate the second phase of this program...

IG- Right.

LV- What was it that you guys decided? What were the changes for the second phase?

IG- There weren't many changes. They wanted to add a couple of technologies and I didn't have the authority to do that. And I had to bring that back to the United States and then it was reviewed and it turned out that they were inconsequential and they added them to the contract, and they just extended it for two years.

LV- Okay. My last question is, during that time China was opening up, what impact do you think this had on their economy and their relations with the U.S.?

IG- None.

LV-None?

IG- They never were able to deliver the product as a result of the technology, that I am aware of. Now they may have... I don't think they have because of what they had there was not going to be producible. It was going to take a lot more technology to do that it was very heavy oil. Like tar, you know, it just wasn't going to be economic. But you know it's interesting. The Tiananmen Square uprising occurred after the time that I was there. When I was there it was not readily apparent to a visitor that it was a dictatorship, on the street. People moved about freely. I didn't have any restrictions on me as to where I could go, I was in a city and there wasn't a heck of a lot that was readily apparent to someone that would be reportable. It's something that we had never seen before. Tourism had not opened up yet, but the hotel that I stayed at was absolutely state of the art. It was very much out of place for the rest of the city, and now when you look at the tourist things that you see the advertisements for travel to China it looks like downtown New York, it wasn't like that then. They used to cook with Charcoal and god there was soot all over the place. The air was not, even back then, maybe now too, not very healthy. But a great place to visit. I got a chance to visit a number of museums and I did get to The Great Wall.